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CHALLENGE FOR MONTANA'S ECONOMIC FUTURE

Governor Stan Stephens' Summit Conference on Economic Growth and the Creation of Jobs took place in Helena October 11 and 12. Co-sponsored by the Montana Ambassadors, the conference brought together 175 participants who attended a variety of panel presentations ranging from economic data resources to international trade development.

Speakers included Governor Stephens; Commerce Director Chuck Brooke; Bob Heffner, Chief Administrator for Economic Development, Department of Commerce; John Otis, Director, Small Business International Trade program, Portland, Oregon; Michelle Johnston, U.S. Small Business Administration (USBSA); Jim Scott, First Interstate BancSystem of Montana; David Leavitt, with the regional USSBA office in Denver; Milton Stewart, former editor of *INC. Magazine*; several representatives of the Commerce Department's Business Development and Tourism Divisions, and private sector participants.

Commerce Director Chuck Brooke recently announced plans to follow up on ideas and information generated during the conference, including strategic planning, continued reorganization within government, improved communication with constituents and better access to small business finance. Brooke indicated, "We do have a responsibility to state clearly what it is that government plans to do, and to clearly state our policies, priorities and goals so that other players on the economic development team can better coordinate their efforts with us." He said many people talk about turf

conflicts between different agencies involved in economic development but find that, in reality, people are simply unaware of what other agencies or groups are doing. A conference like this one opens channels of communication between those groups and turf problems begin to disappear.



One outcome of the conference will be a coordinated effort between the Montana Science and Technology Alliance, the University System's Entrepreneurship Center and major utility companies to increase the number of Small Business Innovation Research (SBIR) awards to Montana firms. SBIR is a federal program that awards research funds to businesses involved in product or technology development.

Another result of the conference will involve the Montana Ambassadors, the Commerce Department's Certified Communities program and the University Extension Service to begin a statewide business visitation and retention program in order to learn which businesses are in danger of closing or relocating, or are experiencing expansion difficulties. After the firms have been evaluated to determine their strengths and weaknesses, a network of local, state and federal services would be called upon to

help solve the identified problems. Brooke said, "You may not be able to solve all the problems, but even when you can't, you've demonstrated community concern and shown business that someone is interested and willing to try and help."

Governor Stephens said, "The Big Sky Dividend program is the cornerstone of our economic growth and job creation efforts. It's the position we will play on this team—providing a strong foundation from which the private sector will grow." He added, "The Big Sky Dividend program changes the way we use the state's coal tax proceeds. Instead of placing half the coal taxes in the constitutional trust fund during the next ten years, we would invest these dollars in Montana projects, creating Montana jobs. The trust fund remains intact under the program and its annual interest earnings would continue to go toward general government services and special programs authorized by the legislature. The only real change being proposed is that our future coal taxes be used to improve Montana's economy and job opportunities instead of increasing out-of-state stocks and bonds held in our investment portfolio."

"The goal of the summit was to prepare 'our team' to be ready to create new job opportunities for Montanans. We wanted to bring all the active parties together ... local, state and federal ... to build better communication and coordination, and lay the groundwork for continued economic growth in Montana," Governor Stephens said. "I feel we made substantial progress toward achieving that goal."

Inside Commerce is published four times a year as an informational and educational tool for Montanans interested in public policy implementation through the Department of Commerce.

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... from
Governor Stan Stephens

Perspectives

TRANSPORTATION IS OUR KEY TO SUCCESS: THE BN GRAIN CAR AVAILABILITY PLAN

Grain car shortages are an annual issue in Montana. Following the shortages in late 1989, our administration began discussions between representatives of the Burlington Northern Railroad, the State and Montana's grain shippers. These discussions have been candid. We've laid on the table the interests of Montana's grain growers and shippers, the state's interest in resolving this annual obstacle to the orderly marketing of a major Montana commodity, and the railroad's responsibility to serve the needs of not only Montana, but shippers throughout the United States.

Our discussions have been fruitful. We've not totally resolved the grain car issue, but we've set up a process so that Montana's interests are more clearly understood and negotiations on ways to serve those interests can continue.

Here's an outline of the agreement we've reached with Burlington Northern. Basically, it's an agreement on ways to improve the utilization of grain cars, something we feel will benefit Montana's grain shippers, and to assist the Montana grain industry in their marketing decisions through increased education programs.

1. Burlington Northern has added 1,000 new rail cars to its covered hopper car fleet. These cars have nine percent more capacity by weight, not volume, and that makes them most economical for wheat shipments.

In our discussions with the railroad, we have encouraged BN to give Montana wheat shipments priority access to these cars. The railroad is, of course, under certain ICC control and not allowed to give preferential treatment, but it has stated that these cars are well suited for use for wheat shipments on rail lines in Montana. We have got their attention that we need the cars to ship our grain and we'll continue emphasizing that need.

2. In order to plan ahead for the grain marketing year, we will be providing shipping and marketing information to BN so it can include Montana's interests in its "fleet sizing" decisions. This will help its decision making in terms of the number of cars it should have available to serve its customers, including those in Montana.

3. BN is participating in a land/water grain transfer agreement in Pasco, Washington. In Pasco, unit trains will put grain on barges which make the final leg of the journey to West Coast ports. This shortens the rail distance cars travel, allows for reduced turnaround time back to Montana and doesn't hold up the rail cars if unloading at the ports is slow. It's an innovative move, and one we are encouraging BN to expand on.

4. To encourage quicker loading of unit trains, we are supporting BN's plan to offer incentives to originating grain elevators. Under the railroad's "demurrage/dispatch" plan, elevators which load unit trains quickly will receive incentives or bonus payments for their efficiency. This will encourage more weekend or after-hours loading and get more grain moving on the rail lines.

5. Finally, responding to input from Montana's grain industry and our Agriculture Department, BN has agreed to work with these interests to provide grain marketing seminars in the state. Seminars will focus on improving the producers' and shippers' understanding of the grain trade and their ability to take advantage of future sales, hedging, forward contracting and other tools.

Because Montana is a captive shipper, heavily dependent on BN for rail shipping needs, we still have concerns about adequate grain car allocation for Montana's grain producers. Although this plan is a good first step, resolution of the grain shipping problems we face must be addressed through continued negotiations. BN has agreed to continued discussions, and we look forward to working with them.

Stan Stephens

SCIENCE AND TECHNOLOGY DIRECTOR CHOSEN

Carl E. Russell was named executive director of the Montana Science and Technology Alliance (MSTA), effective August 1, 1990. Russell, an Arizona businessman, replaced Steve Huntington who resigned the position to join a private firm.

Russell has over 18 years experience in all aspects of the economic development field, particularly in small business development and entrepreneurial, and enterprise start-up activities. During the past seven years, he operated a small seed capital fund, a small business incubator and several programs directed at assisting and training entrepreneurs.

Active in the venture capital community in the mid-Atlantic states region, Russell helped found the Delaware Entrepreneur's Forum. Under the auspices of the United Nations Fund for Science and Technology, he consulted with education, business and government consortia concerning enterprise development in Chile. Russell brings to the MSTa a background in corporate governance, having sat on the boards of several development-stage companies, and was trained as a corporate director by the National Association of Corporate Directors. He recently completed a six-year term on the Board of Directors of the National Council for Urban Economic Development.

"Venture capitalists, especially with some government-related experience, are generally hard to find," stated Commerce Director Chuck Brooke. "He's been through the critical start-up stage with a number of successful companies. I'm confident he will share that expertise with Montana firms."

Russell received a Bachelor of Arts degree in government from Johns Hopkins University and has pursued graduate studies and technical education in management, finance and economic development.

As the executive director for the MSTa, he will be responsible for managing the Alliance's Seed Capital Program which is authorized to invest \$7.5 million from the In-State Investment Fund. The venture capital-style financing assists technology-based companies which have outstanding technological and commercial potential for achieving significant growth, benefitting the state's economy and providing a substantial return on the investment.

The MSTa also manages the Research and Development Fund which receives appropriations from the legislature to be used for projects generally benefitting the state's capabilities in technology development and entrepreneurial enterprise.

(The profile of Carl Russell and brief description of the MSTa programs introduce a new INSIDE feature which will periodically focus on each division in the Department of Commerce, including a profile of the administrator.)



COMMERCE REORGANIZATION COMPLETED

On July 1 of this year, the Department of Commerce completed the reorganization of its 16 separate divisions into four policy groups.

Bob Heffner, serving as chief administrator for Economic Development, is responsible for supervising the Business Development Division and coordinating the efforts of the department's other economic development-related programs. Filling similar roles are Sandra Guedes, chief administrator for Tourism, and Carolyn Doering, chief administrator for Administrative Services.

Deputy Director Andy Poole assumed additional responsibilities in overseeing administration of the department's Public Service and Safety function, bringing together those divisions in Commerce involved with professional and occupational licensing, protection of the public's safety and general oversight responsibility for the public good.

According to Commerce Director Chuck Brooke, the reorganization was undertaken to create a more manageable and responsive chain of command and to provide improved coordination between the various divisions in implementing the agency's overall policy goals and objectives.

"As a result of the reorganization, I am confident the agency will be more responsive, more effective and more efficient," stated Director Brooke. "That's what the public expects from government today and that's exactly what we intend to give them."

CANADIAN TRADE OFFICER SELECTED

Moe Wosepka, previously the marketing bureau chief with the Montana Department of Agriculture, has been selected as the Canadian Trade Specialist in the International Trade Office of the Business Development Division. Wosepka replaces John Maloney who recently accepted a position with the Department of Labor and Industry.

In the Department of Commerce, Wosepka will work with Montana manufacturers seeking to enter the Canadian marketplace, and will assist in development and promotion of the state's trade objectives in Canada. Trade figures show Canada is one of Montana's top two trading partners, Japan being the other. Wosepka said, "The proximity of such a large market should be very exciting to Montana businesses. I'm looking forward to helping them take advantage of the trade opportunities in Canada and to helping the Department of Commerce build a strong, successful Canadian trade assistance program."

During his tenure at the Department of Agriculture, Wosepka took its international trade program from a \$45,000 per year program to involve projects totaling \$750,000. He initiated the Taste of the Treasure State program, taking samples of Montana food products to public gatherings such as county fairs and trade shows. Wosepka also developed a project placing Montana into a lead role with the Western U.S. Agricultural Trade Association, shipping \$40,000 worth of Montana food to a major Malaysian supermarket.

"Moe has built the International Trade program in the Department of Agriculture into a terrific success," Commerce Director Chuck Brooke said. "Now he's bringing his expertise to the Department of Commerce to help us build our Canadian trade program. He's familiar with Canadian markets; he knows Montana businesses; he's a natural."



EUROPEAN TRADE MISSION

The Department of Commerce, along with several Montana businesses, participated in a Montana tourism trade mission to Germany, September 21-29, visiting several cities including Heidelberg, Stuttgart, Munich, Nurnberg and Frankfurt. Travel Montana actively promotes Montana internationally as a travel destination and uses trade missions to establish new Montana itineraries and assist Montana suppliers in their marketing efforts overseas.

The business foundation of the mission was a prearranged schedule of travel industry and press appointments. During these sales calls and at open house receptions, trade mission delegates had the opportunity to meet with interested, qualified European tour operators.

Most of the market visits concluded with a promotional function, including destination presentations or other promotional events for targeted travel industry and media representatives.

"This is the second time for state involvement in a European tourism trade mission," remarked Travel Director Sandra Guedes. "And it has become an integral part of Montana's aggressive marketing plan for the development and expansion of European travel to the state."

GOODWILL GAMES TRADE EXHIBITION A SUCCESS

The 1990 Goodwill Games International Trade Exhibition, held in the Washington State Convention Center in Seattle, August 1-3, brought together the largest and most prestigious group of foreign buyers to visit the Pacific Northwest. In a joint effort between the Montana Ambassadors and the marketing program with the Department of Commerce, 14 Montana companies participated in the global marketing event. Participation by the Montana Ambassadors, both financially and by four Ambassadors present at the exposition, resulted in both immediate and long-term benefits for Montana manufacturers and producers. Gene Marcille, Commerce marketing officer and coordinator of the activities and logistics for the exhibition, stated, "I look forward to doing more trade events with the Ambassadors—a great group to work with."

Montana value-added products represented at the exposition included hand tools, pumping systems, outdoor furniture, exercise equipment and log homes. The Montana Department of Agriculture, represented by Clive Rooney, offered many outstanding Montana food products. The Montana delegation set up product display booths in a 2,000 square foot exhibitors suite, attracting buyers and government officials from various countries, including Austria, Greece, Israel, the Soviet Union and several Pacific Rim nations.

The show's producer, Columbia Resource Group, established a prearranged appointment schedule providing participating Montana companies with over 60 direct marketing opportunities. "This is somewhat different from national trade shows where you rely mainly on walk-by traffic for sales opportunities. Columbia Resource Group delivered the buyers to the Montana companies," Marcille said.

TRADE CONFERENCE: FOCUS ON ECONOMIC OPPORTUNITIES

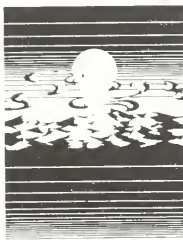
In mid-September, the Small Business Development Center, Montana State University's Local Development Center and the Great Falls Chamber co-sponsored a Montana/Canadian trade conference in Great Falls bringing together interested parties from both sides of the border to discuss economic opportunities resulting from the Free Trade Agreement (FTA). The wide range of topics included the immediate effects of the agreement on our region, basic procedures necessary to move goods and services across the 49th parallel, and public and private alternatives that can help smooth the economic transition to free trade during this decade.

Observers of the Canadian/American trade relationship shared their views regarding the region's economic prospects and potential under the FTA. A bi-national panel of experts introduced participants to a variety of public and private initiatives available to assist individual businesses and regional economies take advantage of free trade opportunities. Speakers included Governor Stephens, Deputy Premier James Horsman of Alberta, Assistant National Editor of the New York Times Andrew Malcolm, Canadian businessman Richard Dawson, and professors from the universities of Montana, Minnesota and Geulph, Ontario. The conference offered Montanans and Western Canadians interested in free trade a chance to learn, develop and define a new and more robust economic relationship for the future.

NEW LOOK FOR TOKYO OFFICE

In 1988, the state of Montana, in conjunction with the Department of Commerce, opened a trade office in downtown Tokyo. The office, then staffed by Mr. Takahisa "Jack" Yamagata, produced results for Montana companies far beyond the state's initial expectations.

To further expand Montana's foothold in selected Japanese markets and to realize a cost saving for the state, the trade office has undergone some changes. It has been relocated five miles outside the downtown Tokyo business district for an expected saving of over \$30,000 per year. The office will take on a more active posture, working closely on a case-by-case basis with Montana producers and Japanese markets.



KUMAMOTO TRADE OFFICE OPENS

In response to an invitation from the governor of Kumamoto, Montana has opened a second trade office in Japan. "Governor Hosokawa has graciously provided us with the office space and support necessary to make this an affordable proposition for Montana," said Chuck Brooke, director of the Department of Commerce. The additional expense is being absorbed by the department's existing budget with money saved after reorganizing Montana's Tokyo trade office.

Replacing Mr. Yamagata as the trade office representative is Mrs. Ikuko "Iko" Suzuki who resides in Tokyo with her husband and young son. She has travelled extensively in the United States, Europe and the Pacific Rim, and speaks English fluently.

Mrs. Suzuki graduated from Keio University with a major in international economics and continued graduate work at Tufts University, Fletcher School of Law and Diplomacy, in Boston, concentrating on international banking, finance and trade. There she received a master's degree in law and diplomacy.

Upon her return to Japan, Mrs. Suzuki managed a money market desk at Citibank in Tokyo and then moved to Nikko Securities where she became the first woman to manage a foreign equity fund for Japanese investors. Prior to representing Montana in its Tokyo trade office, she was in charge of office administration and international affairs for Mr. Motoharu Arima, a member of the Japanese Parliament.

The Montana representative in Kumamoto is Steve Shimek who recently transferred from the Montana Promotion Division to the International Affairs Office. He worked with the tourism division for four years and is familiar with all areas of Montana.

Kumamoto has been Montana's sister-state for several years. The Japanese take the relationship very seriously and Montana's name recognition there may offer exciting new business opportunities for Montana companies.

In addition to the Tokyo and Kumamoto trade offices, Montana also maintains a showroom in the Taipei World Trade Center in Taiwan, Republic of China, staffed by Ms. Mei Mei Wang.

熊本県

MOVIE LOCATIONS DIRECTOR STEPS DOWN

Garry Wunderwald, director of the state's Movie Locations Office, resigned his position in mid-July after 19 years with the Montana Promotion Division. He plans to continue his photographic work and will likely engage in consulting and contracting activities.

A state employee for 25 years, Wunderwald felt it was time for a change. He began working for the state as a lab technician with the Highway Department in 1965 and joined the state tourism office as a photographer and writer in 1971. Six years later he took over the film office.

Wunderwald's departure comes at a time when Montana's position in the movie industry is better than ever. Last year, the state's economy was boosted by more than \$8 million from various film and television projects.



PROCUREMENT INFORMATION AVAILABLE

The Procurement Technical Assistance (PTA) program, in the Business Development Division, has an information packet available to Montana businesses interested in sales to the federal government. Firms may obtain the information packet by calling one of the regional PTA centers listed below.

Bozeman587-3113
Butte782-7333
Great Falls454-2848
Helena444-1607

Lonie Stimac, who has served in the Movie Locations Office as coordinator since July of 1989, was selected to replace Wunderwald. Stimac is a native of Great Falls, graduated from the University of Montana and received her Master's degree in video and film production from Ithaca College, New York. Before returning to Montana, she worked as a television writer and producer in New York.

"Lonie is a natural for this position as far as her knowledge of the state," said Travel Montana Director Sandra Guedes. "One of the major responsibilities of the job is finding suitable, often very specific locations for producers. Lonie knows every corner of the state, from the mountains to the wheat fields, and will use that familiarity to bring more movie or T.V. projects to Montana."



MOVIE FILMED IN BILLINGS AREA

Montana's reputation as an ideal film location is growing. Since 1987, the Movie Locations Office has helped bring to Montana more than 160 television, movie and commercial projects worth more than \$25 million to the state's economy.

Lonie Stimac, new director for the state's Movie Locations Office, reports another success story with the recent filming of "Son of the Morning Star." The four-hour movie will air on ABC and views Custer from the perspective of his wife, Elizabeth, and an Indian woman, Kate Big Head, who was close to Crazy Horse. The Republic Pictures production was filmed in the Billings area from late May into early July. According to Stimac, the mini-series should bear the stamp of detail and authenticity in its retelling of the George Custer story.

The movie project meant a \$6 million boost to the local economy of Billings. In addition to financial benefits, the movie will help promote Montana by spotlighting the state to a national audience.

FIRST-TIME ATTENDANCE AT CANNES FILM FESTIVAL

For the first time, Montana was represented among international film makers during the annual Cannes Film Festival held in Cannes, France, this summer. Gary Wunderwald, then director for the state's Movie Locations Office, attended the second week of the festival, May 9-21, 1990.

The annual festival is a mecca for the international movie and television industry and a place where contacts are made and deals are solidified. Wunderwald was able to make personal contacts with production company officials from the Soviet Union, France, Holland, Germany, England and Austria.

According to state Commerce Director Chuck Brooke, "This initial effort at promoting the state as a movie filming location on an international level could ultimately bring in millions of dollars in future business."

INTERNATIONAL AFFAIRS COORDINATOR

Pat Owen, a Townsend, Montana, farmer and rancher, was recently selected as Montana's International Affairs Coordinator. He will handle existing international efforts for the Governor's Office, the Department of Commerce and the Department of Agriculture, and work with current international trade programs and tourism promotion for the two departments. Working out of the Governor's Office, Owen will coordinate cultural exchanges, trade missions and other foreign protocol activities. Salary for the position is funded by the Department of Commerce, the Wheat and Barley Commission, the Montana Beef Council and the state's bed tax revenues.

For 21 years, Owen was in military management with the U.S. Marine Corps and completed his service at the rank of lieutenant colonel. He lived in several Pacific Rim countries, including Japan and

Australia, for two years, and worked on joint United States/United Kingdom development and procurement projects. Owen was a member of the Governor's trade mission to Japan in March of this year, representing Montana's alfalfa producers in meetings with Kumamoto livestock and dairy industries. With the Departments of Commerce and Agriculture, he co-authored a recruitment package aimed at enticing California dairies to relocate in Montana.

In announcing Owen's selection, Governor Stephens stated, "He brings an excellent set of credentials, enthusiasm and an opportunity to coordinate international affairs in state government and throughout Montana." Owen hopes to build relationships with all countries involved in the international marketplace and plans to expand Montana's international influence through cultural exchanges, sister-state and sister-city programs, and community organizations like the Kumamoto Club of Montana.

FALL CDBG COMPETITION UNDERWAY

In October, 23 local governments submitted applications to the Department of Commerce for the 1990 competition for Community Development Block Grant (CDBG) funds. Applications for seven housing and 14 public facility projects totaled \$7,336,535 in grant requests, while only \$3,735,240 is available for award this fall.

The fall grant competition will award 75 percent of the CDBG funds available through the 1990 CDBG program. The remaining 25 percent of the funds are reserved for economic development projects which are funded on a continuous basis, as long as funds are available.

Newell Anderson, administrator of the Local Government Assistance Division, commented, "In the public facilities category, we may be

seeing a transition from the more conventional water and sewer projects that were submitted in past years to a larger number of projects designed to primarily assist low and moderate income clientele such as day care centers, Head Start centers, senior centers and shelters for the homeless."

Director Brooke concluded that the practical result of this trend will be fewer resources available for conventional public facilities such as sewer and water projects. "This underscores the need for Governor Stephens' Big Sky Dividend program to provide additional funding for basic infrastructure needs."

Results of the 1990 grant competition will be announced in mid-December.

MANUFACTURERS ASSOCIATION FORMED

According to the U.S. Census Bureau, there are 1,245 manufacturing firms in Montana. Most are considered small businesses, yet they employ over 20,000 people and support an annual payroll of over \$429 million. However, this important segment of Montana entrepreneurs did not have a unified voice in determining the destiny of the manufacturing industry in Montana. Commerce Director Chuck Brooke has offered the department's assistance in establishing a statewide manufacturers association.

Gene Marcille, Department of Commerce marketing officer, worked with a core group of manufacturers which held organizational meetings throughout Montana beginning in May 1990. The group held a final organizational meeting in conjunction with the Governor's Economic Development Conference, October 11-12, in Helena. At that time, officers were chosen and a board of directors named.

Vic Farr, owner and CEO of Enduring Pine Creations in Lewistown, was elected president of the association. He stated that the main objective in organizing a Montana manufacturers association is "to provide a forum for the exchange of ideas relating to the promotion and betterment of manufacturing in Montana and take action on vital issues facing Montana manufacturing companies."



PROGRAM RELOCATION COMPLETED

In order to improve the internal operating efficiency of the Department of Commerce, several agency programs have been relocated to new areas. These physical changes are intended to alleviate overcrowding, consolidate functions within the agency and improve service to the public. Though addresses have changed, program telephone numbers remain the same.

The Professional and Occupational Licensing (POL) Bureau has moved from the lower level of the Commerce Building to the Arcade Building in downtown Helena. POL's new address is 111 North Jackson, Helena, Montana 59601.

The Local Government Services Bureau, which handles local government auditing, and systems development and maintenance, has moved from 805 North Main in Helena to the lower level of the Commerce Building. The new address for Local Government Services Bureau is 1424 9th Avenue, Helena, Montana 59620.

The Section 8 Housing program, responsible for subsidizing rental housing for low and moderate income Montanans, has moved from 805 North Main in Helena to the lower level of the Commerce Building. The program's new address is 1424 9th Avenue, Helena, Montana 59620.

The Office of Research and Information Services, which includes the Census and Economic Information Center, recently moved from the main level of the Commerce Building to the lower level. Its mail-

ing address remains the same. The move allows the Business Development Division and the Montana Promotion Division to expand into the vacated space, alleviating overcrowding on the main floor of the building.

W. James Kembel, administrator of the Public Safety Division, has moved, with the Weights & Measures Bureau, from the Commerce Building to the Lee Metcalf (DNRC) Building in the Capitol Complex. The new address for Kembel and the bureau is 1520 East 6th Avenue, Room 50, Helena, Montana 59620.

Can We Help You?

Director, Chuck Brooke	444-3797
Deputy Director, Andy Poole	444-3797
Economic Development, Bob Heffner, <i>Chief Administrator</i>	444-3923
Montana Promotion Division, Sandra Guedes, <i>Chief Administrator</i>	444-2654
Management Services Division, Carolyn Doering, <i>Chief Administrator</i>	444-4212
Public Safety Division, W. James Kembel, <i>Administrator</i>	444-3164
Legal Unit and Consumer Affairs, Annie M. Bartos, <i>Chief Counsel</i>	444-3553
Local Government Assistance Division, Newell Anderson, <i>Administrator</i>	444-3757
Montana Board of Housing, Dick Kain, <i>Administrator</i>	444-3040
Montana Board of Investments, Dave Lewis, <i>Executive Director</i>	442-1970
Montana Health Facility Authority, Jerry Hoover, <i>Administrator</i>	444-5435
Office of Research and Information Services, Jan Clack, <i>Administrative Officer</i>	444-4374
Montana Science and Technology Alliance Carl Russell, <i>Executive Director</i>	449-2778
Aeronautics Division, Michael Ferguson, <i>Administrator</i>	444-2506
Financial Division, Donald Hutchinson, <i>Commissioner</i>	444-2091
Transportation Division, Patricia Saindon, <i>Administrator</i>	444-3423
Coordinator of Indian Affairs	444-3702
Lottery Division, Zoann Attwood, <i>Director</i>	444-5825
Montana Board of Horse Racing, Sam Murfitt, <i>Executive Secretary</i>	444-4286

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